

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Annual Personnel Plan

1. On 28 January 1976 the Personnel Study Group of the DDA Planning Team Conference was asked to address the following question:

"The Annual Personnel Plan (APP) was envisioned to serve as an effective management device. What can be done, from a practical standpoint, to make this program a more effective managerial device? What improvements in structure, format, or content are desirable? Do the right kinds of people in the Offices participate in its development? Do the Offices periodically police their accomplishments against the projections?"

2. The Study Group made the following general observation with respect to the APP:

- a. The value of APP and its component parts is controversial and the use of the report among the various DDA offices is not uniform.
- b. The APP is not as useful as the PDP which is actively used by the offices as a personnel management tool.
- c. The APP violates the general principals of MBO in that the reporting of excessive data is required and there is negligible feedback to the offices which provide the report.
- d. Consideration should be given to the possible advantages of reporting, at least in part, in narrative rather than in tabular form.
- e. The time available to the Study Group did not permit the group to formulate specific recommendations with regard to changes in the format of the report.

FINDINGS WITH REGARD TO THE PRESENT USE OF APP

- a. Generally not used as a management tool by office heads.
- b. Largely a statistical report based on predictions, many of which cannot be directly controlled by the offices (attrition, training, promotions, security violations).
- c. Prepared by personnel officers and reviewed by office heads (30 minutes to one and one-half hours).
- d. Not used for control purposes by the majority of offices; periodic reviews are made only to prepare for MBO meetings with DDA.
- e. If used as a management tool by the DDA or DCI, conclusions reached or decisions made are not usually communicated to the offices.


FINDINGS WITH RESPECT TO THE PRESENT CONTENT OF APP

- a. Length and complexity of the present format inhibits the use of the report as an effective management tool.
- b. Information which is reported in other forms is duplicated in the APP (EEO, training, security violations).

RECOMMENDATIONS

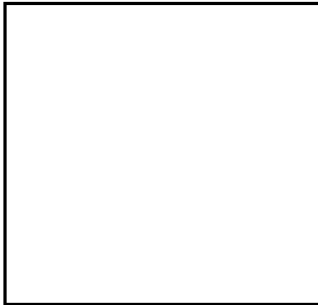
- a. Agency management should clarify the purposes for which APP will be used and the types of decisions which will be made based on its contents (establish objectives).
- b. Appoint an interagency task force to review the APP format and to limit its contents to information which is directly relevant to management decisions.
- c. Eliminate duplicate reporting either in the APP or in other reports which contain the same information.

- d. Solicit opinions from the other directorates regarding the present value of APP and the proposed changes.
- / e. Establish a mechanism for the review, from a policy standpoint, of APP's submitted by DDA offices.
- / f. Provide policy feedback to offices regarding APP submissions.


Chairman, Personnel Study Group

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Group members:



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